



**Administration for Children and Families**

Office of Community Services

Community Services Block Grant (CSBG) Training and Technical Assistance (T/TA) Program: Leadership  
Development Center of Excellence  
HHS-2011-ACF-OCS-EQ-0189  
Application Due Date: 07/26/2011

Community Services Block Grant (CSBG) Training and Technical Assistance (T/TA) Program: Leadership Development Center of Excellence  
HHS-2011-ACF-OCS-EQ-0189

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**Department of Health & Human Services**  
**Administration for Children & Families**

<b>Program Office:</b>	Office of Community Services
<b>Funding Opportunity Title:</b>	Community Services Block Grant (CSBG) Training and Technical Assistance (T/TA) Program: Leadership Development Center of Excellence
<b>Announcement Type:</b>	Initial
<b>Funding Opportunity Number:</b>	HHS-2011-ACF-OCS-EQ-0189
<b>CFDA Number:</b>	93.569
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**Executive Summary:**

The Office of Community Services (OCS) within the Administration for Children and Families (ACF) announces that competing applications will be accepted for a cooperative agreement to expand the existing Community Services Block Grant (CSBG) Training and Technical Assistance (T/TA) Program to support an enhanced nationwide T/TA strategy for leadership development within Community Action Agencies (CAAs) and other CSBG-eligible entities, hereafter referred to as CAAs.

This 1 year cooperative agreement will fund one national Leadership Development Center of Excellence (LDCE) to serve as a central gateway to high-quality and relevant leadership development T/TA activities, information, and resources, and develop a recommended approach for talent management within CAAs. The primary mission of the LDCE is to build the long-term capacity of the CAAs by operating a national Center of Excellence responsible for providing leadership development T/TA designed to ensure these agencies and their boards are prepared for transition into the next decade with the strongest talent available.

The LDCE will focus on helping ensure CAAs develop leadership with the broad range of skills necessary for management of complex non-profit and public entities according to the high standards necessary for oversight of public funds. The core functions of the LDCE will be training and continuing education development and coordination, information collection and resource management, and information dissemination. Other key responsibilities of the LDCE will be to develop a strategy to partner with Regional Performance and Innovation Consortia (RPIs) and support leadership development programs they administer.

The T/TA will emphasize seven focus areas critical to the long-term capacity of CAAs, including: 1) public administration, 2) strategic planning, 3) fiscal integrity, 4) human resource development, 5) community relations, 6) performance evaluation, and 7) cultural competency. It is expected that the LDCE will be responsible for developing and coordinating training and continuing education opportunities that (a) address varying levels of leadership development needs (i.e., introductory, intermediate, and advanced); (b) promote cross-functional knowledge and skills development (i.e., administrative, program, and financial operations); (c) address principles of knowledge management; and (d) account for the diversity that exists among CAAs (e.g., public versus private, size, working relationship with State CAA Association and State CSBG Lead Agency, State and local resources, etc.). The LDCE is also expected to disseminate results-based leadership development T/TA information and resources throughout the Community Action Network via the State Performance and Management Clearinghouse (SPMC).

**I. Funding Opportunity Description**

## **Statutory Authority**

The legislative authority for this cooperative agreement is provided in Sections 674(b)(2)(A) and 678A of the CSBG Act, as amended (42 U.S.C. §§ 9903(b)(2)(A) and 9913).

## **Description**

### **Background**

The CSBG network consists of more than 1,100 local agencies, or CSBG-eligible entities, that create, coordinate and deliver programs and services to low-income Americans in 96 percent of the nation's counties. The CSBG-eligible entities also include CAAs that were created through Federal leadership in the 1960s with the purpose of eliminating the causes and consequences of poverty in the United States. These non-profit organizations, with a unique board structure that requires representation from low-income people, came to being amidst significant social, political, and cultural changes. The participants, actors, and leaders of this era began serving as executive directors and program managers of many CAAs during this time.

Over 30 years later, the departure of a large number of these leaders and other key personnel committed to Community Action are inevitable. Succession planning and development of new talent within CAAs and other CSBG-eligible entities is a critical element of effective program management within non-profit and public community service agencies. Turnover without proper planning will place many CAAs and other CSBG-eligible entities and the communities they serve at risk. Given the long tenure of executive directors and program managers, many non-profit organizations have limited experiences with transition planning.

The standards and expectations for management of Federal programs have changed significantly since the original creation of CAAs. Increased attention to accountability, transparency, and performance outcomes demands leaders with the ability to fulfill cross-functional responsibilities. Proficiency in areas such as public administration, strategic planning, fiscal integrity, human resource development, community relations, performance evaluation, and cultural competency is necessary to meet standards of accountability for Federal programs and drive agency performance.

The changing demographics of America's communities and the new landscape of poverty in the 21st Century also warrant an immediate and deliberate response. It is important that agencies develop new strategic plans to address these transformations that includes the recruitment, development, and retention of leadership that are culturally competent and culturally representative of the communities they serve.

### **Program Scope**

The role of OCS is to provide assistance to States and local communities working through a network of CSBG-eligible entities for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals to become self-sufficient. CSBG provides States, the District of Columbia, the Commonwealth of Puerto Rico, U.S. Territories, and Federal and State-recognized Indian Tribes and tribal organizations, Community Action Agencies, migrant and seasonal farmworkers or other organizations designated by the States, funds to alleviate the causes and conditions of poverty in communities. The funds provide a range of services and activities to assist the needs of low-income individuals including the homeless, migrants, and the elderly. Grant amounts are determined by a formula based on each State's and Indian Tribe's poverty population. Grantees receiving funds under the CSBG program are required to provide services and activities addressing employment, education, better use of available income, housing, nutrition, emergency services, and/or health.

### **Definitions of Terms**

The following definitions apply:

*Capacity* - Overall or specific capability to plan, deliver, manage and evaluate programs efficiently and

effectively to produce intended results for low-income individuals. Activities that build capacity may include upgrading internal fiscal integrity or computer systems, establishing new external linkages with other organizations, improving board functioning, adding or refining a program component or replicating techniques or programs piloted in another local community, or making other cost-effective improvements.

*Community Action Network* - The various organizations involved in planning and implementing programs funded through CSBG. The network includes local CSBG-eligible entities, State CSBG Lead Agencies, State Community Action Agency Associations, and related organizations that collaborate and participate with CSBG-eligible entities in their efforts on behalf of low-income people.

*Continuing Education* - Any non-degree education programs or activities that inform and update participants in a particular area of knowledge and skills. It includes non-degree career training and upgrading, and courses that receive continuing education units (CEUs), and consists of courses, workshops, seminars, and other educational vehicles.

*Cooperative Agreement* - An award instrument of financial assistance used when substantial involvement is anticipated between the awarding office (the Federal Government) and the recipient during performance of the contemplated project. Substantial involvement may include collaboration or participation by OCS staff in activities specified in the award and, as appropriate, decision-making at specified milestones related to performance. The involvement may range from joint conduct of a project to OCS approval.

*Evidence-based Practice* - Approaches to prevention or treatment that are validated by some form of documented scientific evidence. This could be findings established through scientific research, such as controlled clinical studies, or other comparable and rigorous methods. (1)

*Evidence-informed Practice* - Approaches that use the best available research and practice knowledge to guide program design and implementation within context. This informed practice allows for innovation and incorporates the lessons learned from the existing research literature. (1)

*Exemplary Practice Model* - An innovative and consistently applied policy, process, practice, or procedure that takes a comprehensive approach to developing and implementing activities using strategies that are related to the intended service recipients and community. This practice model is culturally competent, data driven, measurable, and replicable and incorporates a method for documenting programmatic results. (1)

*Expenditure Reporting* - An accounting of funds spent, including those funds spent on administrative costs and the direct delivery of T/TA activities and services.

*Field Tested Practice* - A program, activity, or strategy that has been shown to work effectively and produce successful outcomes and is supported to some degree by subjective and objective data sources. (1)

*Knowledge Management* - The process of gathering, classifying, analyzing, and sharing information so that an organization can collectively pursue its objectives efficiently. Components of Knowledge Management (KM) include People, Processes, and Technology. The process of KM should be supported by an appropriate investment in training and technology. (2)

*Performance Measurement* - A tool used to assess how a program is accomplishing its mission through the delivery of products, services, and activities.

*Performance Reporting* - An accounting of activities and services provided, including those activities related to the direct delivery of T/TA activities and services.

*Process Evaluation* - A review and assessment of the planned activities implemented to produce the proposed outcomes (i.e., the creation of new, sustainable jobs); It focuses on the effectiveness and efficiency of the program's activities and interventions (e.g., methods of recruiting participants, quality of training activities, and usefulness of follow-up procedures) and should answer questions such as: "Were the project activities comprehensive and were they implemented to achieve the desired outcome(s)?" It is also known as formative evaluation because it gathers information that can be used as a management tool

to improve the way a program operates while the program is in progress. It should also identify problems that occurred and how they were resolved and recommend improved means of future implementation. In concert with the outcome evaluation, it should also help explain, "Why did this program work/not work?" and, "What worked and what did not?"

*Promising Practice* - Approaches with at least preliminary evidence of effectiveness in small-scale interventions or for which there is potential for generating data that will be useful for making decisions about taking the intervention to scale and generalizing the results to diverse populations and settings. (1)

*Program Accountability* - The ability of an organization to meet program objectives and provide program services in accordance with Federal and State CSBG requirements. Activities that support this effort may include ongoing internal monitoring and evaluations of programmatic activities (i.e. development, planning, and implementation).

*Regional Performance and Innovation Consortia* - The organizations that serve as regional focal points and lead the development of a comprehensive and integrated system of T/TA capacity-building activities designed to strengthen State Community Action Agency Associations. The RPIs are located in well-defined geographic areas that align with established ACF regions. (3)

*Research Validated Best Practice* - A program, activity, or strategy that has the highest degree of proven effectiveness supported by objective and comprehensive research and evaluation. (1)

*State Community Action Agency Associations* - The organizations that provide T/TA designed to increase the capacity of local CSBG-eligible entities to carry out the mandate of the CSBG Act and measure results.

*State CSBG Lead Agency* - The agency designated by the Governor or Chief Executive Officer of a State to submit the State's official CBSG plan, monitor the activities of eligible entities, and assure compliance with all statutory and regulatory requirements for the CSBG program.

*State Performance Management Clearinghouse* - The CSBG T/TA Program online resource that serves as a central gateway to information that promotes evidenced-based exemplary practices throughout the Community Action Network. The purpose of the SPMC is to make available quality resource information to address the concerns of State CSBG Lead Agencies regarding the lag between the need for and ability to access reliable T/TA resources designed to enhance CSBG program activities and outcomes.

*Sustainability* - The ability of an eligible entity (or one of its programs) to continue to meet the needs of the community on an ongoing basis - beyond the life of specific grants or with diminishing support.

*Technical Assistance* - An activity, generally utilizing the services of an expert (often a peer), aimed at enhancing capacity, improving programs and systems, or solving specific problems. Such services may be provided proactively to improve systems or as an intervention to solve specific problems.

*Training* - An educational activity or event that is designed to impart knowledge and understanding or increase the development of skills. Such training activities may be in the form of assembled events such as workshops, seminars, conferences, or programs of self-instructional activities.

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(1) No single standardized definition exists for what constitutes a "best practice" or "exemplary practice model" regarding the development, implementation, and evaluation of social and community services. Different organizations use different criteria for identifying a best practice. However, making a distinction between the different types of practices can be useful. For purposes of this grant, the references can be considered general working definitions.

(2) [Knowledge Management White Paper: Maximizing Human Potential and Organizational Performance](#). Early Childhood Learning and Knowledge Center (ECLKC), Department of Health and Human Services (HHS)/Administration for Children and Families (ACF)/Office of Head Start (OHS), 2006.

(3) See HHS Forecast [Community Services Block Grant \(CSBG\) Training and Technical Assistance \(T/TA\) Program: Regional Performance and Innovation Consortia](#), Appendices - [Community Services Block Grant \(CSBG\) Training and Technical Assistance \(T/TA\) Program, ACF Regions, and ACF Regional Map](#).

## Program Purpose

This funding opportunity is intended to support a 1 year effort to establish a national Center of Excellence to support an enhanced nationwide T/TA strategy for leadership development within CAAs.

### CSBG Leadership Development Center of Excellence (LDCE)

The purpose of the LDCE is to build the long-term capacity of CAAs by increasing the availability of and accessibility to high-quality and relevant leadership development T/TA activities, information, and resources. The LDCE should help ensure CAAs develop leadership with the broad range of skills necessary for management of complex non-profit and public entities according to the high standards necessary for oversight of public funds. By design, the T/TA should foster proficiency of CAAs in seven focus areas, including: 1) public administration, 2) strategic planning, 3) fiscal integrity, 4) human resource development, 5) community relations, 6) performance evaluation, and 7) cultural competency. See At [See Attachment - Community Services Block Grant \(CSBG\) Training and Technical Assistance \(T/TA\) Program: Leadership Development Center of Excellence](#).

The LDCE will be responsible for:

1. Developing a recommended approach for talent management within CAAs, in particular non-profit leadership transition and management.
2. Developing and coordinating training and continuing education opportunities that (a) foster and strengthen the ability of participants to make sound decisions in the seven focus areas; (b) support succession planning efforts; (c) help to build the long-term capacity of CAAs; (d) promote ongoing dialogue and peer-to-peer networking; and (e) use culturally-inclusive leadership development models.
3. Collecting and managing leadership development T/TA activities, information, and resources that (a) address varying levels of leadership development needs (i.e., introductory, intermediate, and advanced); (b) promote cross-functional knowledge and skills development (i.e., administrative, program, and financial operations); (c) address principles of knowledge management, evaluation, and cultural competency; and (d) account for the diversity that exists among CAAs (e.g., public versus private, size, working relationship with State CAA Association and State CSBG Lead Agency).
4. Developing and maintaining a T/TA calendar populated with leadership development training and continuing education opportunities.
5. Collaborating with other CSBG T/TA providers to ensure the dissemination of leadership development T/TA information and resources throughout the Community Action Network via the SPMC.
6. Developing a strategy to partner with RPIs, and support leadership development programs they administer through State CAA Associations.

The **core functions** of the LDCE are:

**Training and Continuing Education Development and Coordination** includes opportunities for the staff and leadership of CAAs, including board members. These efforts should employ an approach that promotes results-oriented leadership designed to strengthen the existing leadership; develop new talent; increase the likelihood of establishing and maintaining organizational stability; support the provision of T/TA in a structured environment; and help CAAs be responsive to and facilitate the process of changing organizational culture. The development and coordination efforts should (a) include succession planning activities that prepare participants to manage complex non-profit and public entities and meet the high standards necessary for oversight of public funds; (b) prepare participants to assess and

implement organizational processes related to the seven focus areas; (c) support the design of regionally focused leadership recruitment, talent retention, and leadership development activities; (d) establish a cohort, that consists of at least one representative from each of the 10 RPIs, to receive targeted leadership development TA that includes the use of Individual Development Plans (IDPs); and (e) create leadership development "tracks" and provide relevant resources (e.g., reference materials, PowerPoint presentations, talking points, recommended readings, etc.) that can be adapted and implemented as a workshop series at national conferences attended by staff and leadership of CAAs.

**Information Collection and Resource Management** includes activities that help to increase access to and availability of relevant and high-quality leadership development T/TA information and resources for use by CAAs. The information and resources should help CAAs (a) operationalize key concepts that foster proficiency in the seven focus areas; (b) develop new leadership and increase organizational stability; (c) translate key concepts to agency staff and leadership; (d) promote high-quality practices and procedures (i.e., evidence-based, evidence-informed, field tested, exemplary, promising practices, process evaluation, and/or research-validated); (e) identify avenues for collaboration, particularly as it relates to organizations that operate within industries whose efforts may also address the causes and conditions of poverty among low-income individuals and communities (e.g., education, employment, health, environment, etc.); and (f) comply with Federal standards for internal controls, to include those reflected in the CSBG program Information Memorandum (IM) #112 - *Risk Assessment and Risk Mitigation Process for Fiscal Year (FY) 2009 CSBG American Recovery and Reinvestment Act (ARRA) Funds* (<http://www.acf.hhs.gov/programs/ocs/csbg/guidance/im112.html>).

**Information Dissemination** includes activities that help to distribute information and resources to CAAs and demonstrate the LDCE as a national resource and viable CSBG T/TA provider. These activities should be designed to ensure T/TA activities, information, and resources (a) apply to and account for the diversity that exist among CAAs; (b) support the purpose of the CSBG Act; (c) address the seven focus areas; (d) reflect principles of universal design to ensure they are available and accessible in multiple formats; and (e) become available via the SPMC to support and ensure a strategy for dissemination throughout the Community Action Network.

It must be emphasized that the LDCE will provide limited direct T/TA services and support via trainings and workshop presentations at national conferences. The LDCE's distinct function is that of a CSBG T/TA provider responsible for developing and coordinating training and continuing education opportunities as well as collecting and managing information and resources. These efforts should support T/TA provided to cohort participants, RPIs, and leadership development programs administered by RPIs and State CAA Associations.

OCS also supports T/TA that helps to:

1. Promote the use of agency and self-assessment tools designed to build knowledge and skills and increase organizational and personal awareness, particularly regarding those that influence the ability to administer results-oriented and culturally-inclusive leadership development models;
2. Identify knowledge gaps in the seven focus areas;
3. Prepare CAAs to develop leaders with the ability to fulfill cross-functional responsibilities; and
4. Promote the active involvement of board members in all leadership development T/TA activities.

## Program Enhancements

There may be varying leadership development needs across the Community Action Network. It is hoped that the T/TA, as well as the approach to talent management for CAAs, will lead to a(n):

1. Increase in the body of knowledge (i.e. exemplary practices and policies) available to the Community Action Network that enhances the ability of CAAs to identify and respond to leadership development needs and threats to organizational sustainability;
2. Stronger planning and coordination effort that support State and regionally based leadership

- development programs conducted through RPIs;
3. Increase in the ability of CAAs to address issues that may hinder the identification, selection, and development of new leadership;
  4. Increase in the use of strategic and innovative practices to recruit new talent, strengthen existing leadership and promote the sustainability of CAAs;
  5. Increase in CAAs with leaders possessing the broad range of skills needed to meet cross-functional responsibilities, manage the complex non-profit and public entities, and meet the high standards necessary for oversight of public funds; and
  6. Comprehensive collection of leadership development resources that effectively helps to advance the efforts of CAAs to carry out the mandate of the CSBG Act and measure results.

Applicants should propose activities that help to ensure an innovative T/TA strategy to leadership development and approach to talent management for CAAs. Activities allowed under this grant may include, but are not limited to, the following:

1. Integration of promising practices focused on non-profit leadership transition and management, particularly related to temporary circumstances (i.e., interim Executive Director and board members);
2. Workshops and training events;
3. Webinars and T/TA conference calls; and
4. Development of strategic plans and recommendations to OCS regarding ongoing T/TA needs in the Community Action Network.

Applicants **must** demonstrate a successful record of their capacity to develop and coordinate training and continuing education opportunities, ability to document and track the impact of their work (i.e., publications), and experience with promoting results-oriented leadership activities and applying culturally-inclusive leadership development models.

### **Specific Tasks to be Performed by the LDCE**

#### **Travel for Conferences and Presentations**

Within 2 months after the award, the project director and other key staff of the LDCE must participate in a work planning meeting in Washington, DC or via teleconference call with the Federal Project Officer and other OCS staff to discuss details of the project work plan and cooperative agreement.

The LDCE grantee should be prepared to make an oral presentation to OCS staff that describes and defends the work plan, to include activities designed to support training and continuing education development and coordination; information collection and resource management; collaboration with the SPMC to support information dissemination efforts; and partnership with regional consortia of State CAA Associations to support regionally based leadership development activities. Applicants are advised to have two project staff members, for up to 2 days, to participate in the work planning meeting: the project director and one other key partner.

The budget for the project should include funding for at least one key staff person to attend and present at one of the 2012 CSBG T/TA provider conferences, to be identified by OCS.

#### **Other Project Requirements**

OCS considers CSBG T/TA providers an integral part of the CSBG network. To help ensure the CSBG program achieves sustainable and systemic change that improves the overall administration of the CSBG program by State CSBG Lead Agencies, CAAs, and other CSBG Network partners, each CSBG T/TA provider is expected to:

- **Collaborate** with other T/TA providers to help maximize CSBG resources;
- **Communicate** with other T/TA providers to help ensure the seamless provision of T/TA to States and CAAs;

- **Consult** with appropriate T/TA provider(s) and OCS, as needed, to be responsive to the needs of States and CAAs;
- **Coordinate** T/TA efforts so that project activities complement one another; and
- **Support** the goals of the National T/TA Strategy for the CSBG program.

Whenever T/TA projects are either entirely or partially supported by CSBG funds, the CSBG T/TA provider (grantee) must clearly identify the associated activities, services, or resources as: 1) free of charge to CSBG grantees and 2) part of the National T/TA Strategy for Promoting Exemplary Practices and Risk Mitigation for the CSBG program. Furthermore, the grantee should include a certification statement as follows:

*This publication was created by [grantee name] in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Grant Number #90XXXXXX. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families."*

The acceptance of funds for projects responsive to this announcement will signify the applicant's assurance that it will comply with tasks, as described above, and the following requirements:

- Collect and manage leadership development T/TA information and resources focused on public administration, strategic planning, fiscal integrity, human resource development, community relations, performance evaluation, and cultural competency;
- Develop and/or identify leadership development T/TA, activities, information, and resources taking into account the topics from the "T/TA Information and Resources of Interest to the Office of Community Services";
- Promote T/TA that focuses on Knowledge Management for purposes of assisting CAAs with integrating enhanced or newly acquired information into their policies and operational procedures;
- Collaborate with other CSBG T/TA providers, as identified by OCS, to compile exemplary practices;
- Partner with and support State and regionally based leadership development programs administered through RPIs and State CAA Associations;
- Participate in a webinar with other CSBG T/TA providers and facilitate the exchange of information that helps to identify common leadership development issues; and
- Disseminate a "Dear CSBG Network Members" email to introduce the LDCE, to include pending leadership development T/TA activities, information, and resources.

## II. Award Information

Funding Instrument Type:	Cooperative Agreement
Estimated Total Funding:	\$200,000
Expected Number of Awards:	1
Award Ceiling:	\$200,000 Per Project Period
Award Floor:	\$0 Per Project Period
Average Projected Award Amount:	\$200,000 Per Project Period

### Length of Project Periods:

12-month project and budget period

### Additional Information on Awards:

Awards made under this announcement are subject to the availability of Federal funds.

### Description of ACF's Anticipated Substantial Involvement Under the Cooperative Agreement

In order to ensure that OCS meets its compliance and technical assistance responsibilities for the CSBG program and continues its partnership with the Community Action Network, grants awarded under this Funding Opportunity Announcement (FOA) will be funded in the form of Cooperative Agreements. Federal involvement may include the following:

- Convening in-person planning and coordination meetings involving CSBG technical assistance providers to share information about proposed technical assistance projects, identify areas for potential coordination of efforts, and identify priority areas for technical assistance projects;
- Convening routine conference calls (e.g. monthly) among CBSG technical assistance providers and other key stakeholder organizations; and
- Reviewing recommendations and work plans for technical assistance projects to assure coordination with other CSBG technical assistance projects and activities.

Please see *Section IV.5 Funding Restrictions* for any limitations on the use of grant funds awarded under this announcement.

### III. Eligibility Information

#### III.1. Eligible Applicants

Non-profit organizations with or without 501(c)(3) Internal Revenue Service status, other than institutions of higher education.

Individuals, foreign entities, and sole proprietorship organizations are not eligible to compete for, or receive, awards made under this announcement.

Faith-based and community organizations that meet eligibility requirements are eligible to receive awards under this funding opportunity announcement.

See "Legal Status of Applicant Entity" in *Section IV.2* for documentation required to support eligibility.

#### III.2. Cost Sharing or Matching

Cost Sharing / Matching Requirement: No

#### III.3. Other

##### Disqualification Factors

Applications with requests that exceed the ceiling on the amount of individual awards as stated in *Section II. Award Information*, will be deemed non-responsive and will not be considered for competitive review or funding under this announcement.

Applications that fail to satisfy the due date and time deadline requirements stated in *Section IV.3. Submission Dates and Times*, will be deemed non-responsive and will not be considered for competitive review or funding under this announcement.

See *Section IV.3. Submission Dates and Times* for disqualification information specific to electronically-submitted applications:

- Electronically-submitted applications that do not receive a date/time-stamp email indicating application submission on or before 4:30 p.m., eastern time, on the due date, will be disqualified and will not be considered for competitive review or funding under this announcement.

- Electronically-submitted applications that fail the checks and validations at [www.Grants.gov](http://www.Grants.gov) because the Authorized Organization Representative (AOR) does not have a current registration at the Central Contractor Registry (CCR) at the time of application submission will be disqualified and will not be considered for competitive review or funding under this announcement.

## Section IV. Application and Submission Information

### IV.1. Address to Request Application Package

Standard Forms, assurances, and certifications are available at the ACF Funding Opportunities Forms webpage. Standard Forms are also available at the [Grants.gov Forms Repository](http://Grants.gov Forms Repository) website.

Seth Hassett  
Office of Community Services  
Operations Center  
1400 Key Boulevard  
Suite 910  
Arlington, VA 22209  
Phone: (800) 281-9519  
Email: [OCS@lcgnet.com](mailto:OCS@lcgnet.com)

### Federal Relay Service:

Hearing-impaired and speech-impaired callers may contact the Federal Relay Service for assistance at 1-800-877-8339 (TTY - Text Telephone or ASCII - American Standard Code For Information Interchange).

## Section IV.2. Content and Form of Application Submission

### Copies Required:

If applying in hard copy, applicants are required to submit one original and two copies of all application materials. If applying electronically via [www.Grants.gov](http://www.Grants.gov), applicants must submit one complete copy of the application package electronically. Applicants submitting electronic applications need not provide additional copies of their application materials.

### Signatures:

The original signature of the Authorized Organization Representative (AOR) is required only on the original copy of hard copy application submissions. The AOR is named by the applicant, and is authorized to act for the applicant, to assume the obligations imposed by the Federal laws, regulations, requirements, and conditions that apply to the grant application or awards. A point of contact on matters involving the application must also be identified on the SF-424 at item 8f. The point of contact, known as the Project Director or Principal Investigator, should not be identical to the person identified as the AOR.

### Formatting Requirements:

All application materials for both hard copy (mailed or hand delivered) and electronic submissions must be submitted on 8 1/2" x 11" white paper with 1-inch margins. All pages of the application submission (hard and electronic copies) must be sequentially numbered. Project Descriptions, narratives, summaries, etc., must be in double-spaced format in 12-point font. Hard copy application materials must be one-sided for duplication purposes. Hard copy application copies (original and two copies) must not be

bound, they may be clipped or rubber-banded together.

If an application exceeds the cited page limitation for double-spaced pages in the application narrative or the double-spaced page limitation cited for the appendices and resumes, the extra pages will be removed and will not be reviewed. In addition, if an application narrative is single-spaced and/or one-and-a-half spaced (in whole or in part) the total number of these lines will be doubled. This adjustment may result in an increased total number of pages, which will be removed so that the application conforms to the cited double-spaced page limitation. **Page limitations do not include the required Standard Forms.**

This section also may include instructions on the order of assembly for hard copy (mailed or hand delivered) application submissions. Acceptable formats for applications submitted electronically via [www.Grants.gov](http://www.Grants.gov) are MS-Word and Excel, Word Perfect, Adobe PDF, Jpeg and Gif.

Later in this section of the announcement, specific information on page limitations is provided. Information on required Standard Forms and other forms, certifications and assurances, D-U-N-S Numbers and Central Contractor Registration (CCR) requirements, the project description, budget and budget justification requirements, and methods of application submission are also found later in this section (*Section IV.2.*).

A checklist of required application elements is available for applicants' use in *Section VIII. Additional Information.*

### Tips for Preparing a Competitive Application

- The application limit is 65 pages.

### Forms, Assurances, and Certifications

Applicants seeking financial assistance under this announcement must submit the listed Standard Forms (SFs), assurances, and certifications. All required Standard Forms, assurances, and certifications are available at [ACF Funding Opportunities Forms](#) or at the [Grants.gov Forms Repository](#) unless specified otherwise.

Forms / Assurances / Certifications	Submission Requirement	Notes / Description
SF-LLL - Disclosure of Lobbying Activities, if applicable	If applicable, submission is due prior to award.	If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the applicant shall complete and submit the SF-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Applicants must furnish an executed copy of the Certification Regarding Lobbying prior to award.

Central Contractor Registration (CCR)	Required for all applicants.	Required for all applicants.
DUNS Number (Universal Identifier)	Required for all applicants.	Required for all applicants.
Proof of Non-Profit Status	Referenced in Section IV.2 of the announcement under "Eligibility Certification."	By date of award.
SF-424A - Budget Information - Non-Construction Programs SF-424B - Assurances - Non-Construction Programs	Submission required for all applicants applying for a non-construction project by the application due date.	Required for all applications.
Survey on Ensuring Equal Opportunity for Applicants	Submission is voluntary. Submission may be made with the application or prior award.	Non-profit private organizations (not including private universities) are encouraged to submit the survey with their applications. Submission of the survey is voluntary. Applicants applying electronically may submit the survey along with the application. Hard copy submissions should include the survey in a separate envelope.
Certification Regarding Lobbying	Submission required of all applicants prior to award.	Required for all applications.
SF-424 - Application for Federal Assistance SF-P/PSL - Project/Performance Site Location(s)	Submission required for all applicants by the application due date.	Required for all applications.

### **Additional Assurances and Certifications**

The Pro-Children Act of 2001, 42 U.S.C. 7181 through 7184, imposes restrictions on smoking in facilities where federally funded children's services are provided. HHS grants are subject to these requirements only if they meet the Act's specified coverage. The Act specifies that smoking is prohibited in any indoor facility (owned, leased, or contracted for) used for the routine or regular provision of kindergarten, elementary, or secondary education or library services to children under the age of 18. In addition, smoking is prohibited in any indoor facility or portion of a facility (owned, leased, or contracted for) used for the routine or regular provision of federally funded health care, day care, or early childhood development, including Head Start services to children under the age of 18. The statutory prohibition also applies if such facilities are constructed, operated, or maintained with Federal funds. The statute does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, portions of facilities used for inpatient drug or alcohol treatment, or facilities where WIC

coupons are redeemed. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per violation and/or the imposition of an administrative compliance order on the responsible entity.

The Drug-Free Workplace Act of 1988, 42 U.S.C. 701 *et seq.*, requires that all organizations receiving grants from any Federal agency agree to maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for debarment. HHS implementing regulations are set forth in 45 C.F.R. part 82, "Governmentwide Requirements for Drug-Free Workplace (Financial Assistance)."

The Certification Regarding Debarment, Suspension, and Other Responsibility Matters is available at [http://www.acf.hhs.gov/grants/grants\\_resources.html](http://www.acf.hhs.gov/grants/grants_resources.html).

By signing and submitting the application, applicants are making the appropriate certification of their compliance with all Federal statutes relating to nondiscrimination.

Additional information on certifications and assurances may be found in the HHS Grants Policy Statement at: <http://www.acf.hhs.gov/grants/notices.html#policy>.

### **Non-Federal Reviewers**

Since ACF will be using non-Federal reviewers in the review process, applicants have the option of omitting from the application copies (not the original) specific salary rates or amounts for individuals specified in the application budget as well as Social Security Numbers, if otherwise required for individuals. The copies may include summary salary information. If applicants are submitting their application electronically, ACF will omit the same specific salary rate information from copies made for use during the review and selection process.

### **DUNS Number and CCR Registration Requirements**

#### **DUNS Number Requirement**

All applicants and sub-recipients must have a DUNS number (Data Universal Numbering System) at the time of application in order to be considered for a grant or cooperative agreement. A DUNS number is required whether an applicant is submitting a paper application or using the Government-wide electronic portal, [www.Grants.gov](http://www.Grants.gov). A DUNS number is required for every application for a new award or renewal/continuation of an award, including applications or plans under formula, entitlement, and block grant programs. A DUNS number may be acquired at no cost online at <http://fedgov.dnb.com/webform>. To acquire a DUNS number by phone, contact the D&B Government Customer Response Center:

U.S. and U.S Virgin Islands: 1-866-705-5711

Alaska and Puerto Rico: 1-800-234-3867 (Select Option 2, then Option 1)

Monday - Friday 7 a.m. to 8 p.m., c.s.t.

The process to request a D-U-N-S® Number by telephone takes between 5 and 10 minutes.

#### **Central Contractor Registration (CCR) Requirement**

Effective October 1, 2010, HHS requires all entities that plan to apply for and ultimately receive Federal grant funds from any HHS Operating/Staff Division (OPDIV) or receivesubawards directly from recipients of those grant funds to:

- Be registered in the CCR prior to submitting an application of plan;

- Maintain an active CCR registration with current information at all times during which it has an active award or an application or plan under consideration by an OPDIV; and
- Provide its DUNS number in each application or plan it submits to the OPDIV.

An award cannot be made until an applicant has complied with these requirements. At the time an award is ready to be made, if the intended recipient has not complied with these requirements, the OPDIV:

- May determine that the applicant is not qualified to receive an award; and
- May use that determination as a basis for making an award to another applicant.

Additionally, all first-tier subaward recipients (i.e., direct subrecipient) must have a DUNS number at the time the subaward is made

CCR registration may be made online at [www.ccr.gov](http://www.ccr.gov) or by phone at 1-866-606-8220.

**There is the possibility of heavy traffic at the CCR website at application due dates.**

**Therefore, applicants are strongly encouraged to register at the CCR well in advance of the application due date. CCR registration must be updated annually. CCR registration must be active and maintained with current information at all times during which an organization has an active award or an application under consideration.**

#### **Definitions:**

***Central Contractor Registration (CCR):*** The Federal registrant database and repository into which an entity must provide information required for the conduct of business as a recipient. CCR, managed by the General Services Administration, collects, validates, stores, and disseminates data in support of agency financial assistance missions.

***Data Universal Numbering System (DUNS) Number:*** The nine-digit, or thirteen-digit (DUNS + 4), number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities.

#### ***Entity:***

Means all of the following:

- A Governmental organization, which is a State, local government, or Indian tribe;
- A foreign public entity;
- A domestic or foreign for-profit organization; and
- A Federal agency, but only as a subrecipient under an award or subaward to a non-Federal entity.

***Subaward:*** This term means a legal instrument to provide support for the performance of any portion of the substantive project or program for which you received this award and that the recipient awards to an eligible subrecipient.

- This term does not include the procurement of property and services needed to carry out the project or program (for further explanation, see Sec. --210 of the attachment to OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations").
- A subaward may be provided through any legal agreement, including an agreement that the grantee or a subrecipient consider to be a contract.

***First Tier Subrecipient:*** An entity that receives a subaward from a prime grantee and is accountable to the prime for the use of the Federal funds provided by the subaward.

## **The Project Description**

### **Part I: The Project Description Overview**

The project description provides the majority of information by which an application is evaluated and ranked in competition with other applications for available assistance. The project description should be concise and complete. It should address the activity for which Federal funds are being requested. Supporting documents should be included where they can present information clearly and succinctly. In preparing the project description, information that is responsive to each of the requested evaluation criteria must be provided. Awarding offices use this and other information in making their funding recommendations. It is important, therefore, that this information be included in the application in a manner that is clear and complete.

### **General Expectations and Instructions**

ACF is particularly interested in specific project descriptions that focus on outcomes and convey strategies for achieving intended performance. Project descriptions are evaluated on the basis of substance and measurable outcomes, not length. Extensive exhibits are not required. Cross-referencing should be used rather than repetition. Supporting information concerning activities that will not be directly funded by the grant or information that does not directly pertain to an integral part of the grant-funded activity should be placed in an appendix.

## **Part II: General Instructions for Preparing a Full Project Description**

### **Introduction**

Applicants that are required to submit a full project description shall prepare the project description statement in accordance with the following instructions while being aware of the specified evaluation criteria. The topics listed in this section provide a broad overview of what the project description should include while the Criteria in *Section V.I.* identify the measures that will be used to evaluate applications.

### **Table of Contents**

List the contents of the application including corresponding page numbers.

### **Project Summary/Abstract**

Provide a summary of the application's project description. The summary must be clear, accurate, concise, and without reference to other parts of the application. The abstract must include a brief description of the proposed grant project including the needs to be addressed, the proposed services, and the population group(s) to be served.

Please place the following at the top of the abstract:

- Project Title
- Applicant Name
- Address
- Contact Phone Numbers (Voice, Fax)
- E-Mail Address
- Web Site Address, if applicable

The project abstract must be single-spaced and limited to one page in length.

### **Objectives And Need For Assistance**

Clearly identify the physical, economic, social, financial, institutional, and/or other problem(s) requiring a solution. The need for assistance including the nature and scope of the problem must be demonstrated, and the principal and subordinate objectives of the project must be clearly and concisely stated; supporting documentation, such as letters of support and testimonials from concerned interests other than the applicant, may be included. Any relevant data based on planning studies or needs assessments should be included or referred to in the endnotes/footnotes. Incorporate demographic data and participant/beneficiary information, as needed. In developing the project description, the applicant may volunteer or be requested to provide information on the total range of projects currently being conducted

and supported (or to be initiated), some of which may be outside the scope of the program announcement.

## **Outcomes Expected**

Identify the outcomes to be derived from the project.

## **Approach**

Outline a plan of action that describes the scope and detail of how the proposed work will be accomplished. Account for all functions or activities identified in the application. Cite factors that might accelerate or decelerate the work and state your reason for taking the proposed approach rather than others. Describe any unusual features of the project such as design or technological innovations, reductions in cost or time, or extraordinary social and community involvement.

Provide quantitative monthly or quarterly projections of the accomplishments to be achieved for each function or activity in such terms as the number of people to be served and the number of activities accomplished. Data may be organized and presented as project tasks and subtasks with their corresponding timelines during the project period. For example, each project task could be assigned to a row in the first column of a grid. Then, a unit of time could be assigned to each subsequent column, beginning with the first unit (i.e., week, month, quarter) of the project and ending with the last. Shading, arrows, or other markings could be used across the applicable grid boxes or cells, representing units of time, to indicate the approximate duration and/or frequency of each task and its start and end dates within the project period.

When accomplishments cannot be quantified by activity or function, list them in chronological order to show the schedule of accomplishments and their target dates.

Provide a list of organizations, cooperating entities, consultants, or other key individuals who will work on the project, along with a short description of the nature of their effort or contribution.

## **Evaluation**

Provide a narrative addressing how the conduct of the project and its results will be evaluated. In addressing the evaluation of results, state what measures will be used to determine the extent to which the project has achieved its stated objectives and the extent to which the accomplishment of objectives can be attributed to the project. Discuss the criteria to be used to evaluate results, and explain the methodology that will be used to determine if the needs identified and discussed are being met and if the project results and benefits are being achieved. With respect to the conduct of the project, define the procedures to be employed to determine whether the project is being conducted in a manner consistent with the work plan presented and discuss the impact of the project's various activities that address the project's effectiveness.

## **Legal Status of Applicant Entity**

Applicants must provide the following documentation of their legal status:

## **Proof of Non-Profit Status**

Non-profit organizations applying for funding are required to submit proof of their non-profit status. Proof of non-profit status is any one of the following:

- A reference to the applicant organization's listing in the IRS's most recent list of tax-exempt organizations described in the IRS Code.
- A copy of a currently valid IRS tax-exemption certificate.
- A statement from a State taxing body, State attorney general, or other appropriate State official certifying that the applicant organization has non-profit status and that none of the net earnings accrue to any private shareholders or individuals.

- A certified copy of the organization's certificate of incorporation or similar document that clearly establishes non-profit status.
- Any of the items in the subparagraphs immediately above for a State or national parent organization and a statement signed by the parent organization that the applicant organization is a local non-profit affiliate.

When applying electronically, proof of non-profit status may be submitted as an attachment; however, proof of non-profit status must be submitted prior to award.

### **Logic Model**

Applicants are expected to use a model for designing and managing their project. A logic model is a one-page diagram that presents the conceptual framework for a proposed project and explains the links among program elements. While there are many versions of logic models, for the purposes of this announcement the logic model should summarize the connections between the:

- Goals of the project (e.g., objectives, reasons for proposing the interventions, if applicable);
- Assumptions (e.g., beliefs about how the program will work and its supporting resources. Assumptions should be based on research, best practices, and experience);
- Inputs (e.g., organizational profile, collaborative partners, key staff, budget);
- Activities (e.g., approach, listing key intervention, if applicable);
- Outputs (i.e., the direct products or deliverables of program activities); and
- Outcomes (i.e., the results of a program, typically describing a change in people or systems).

### **Organizational Capacity**

- Organizational charts
- Board of Directors
- Financial statements adhering to Generally Accepted Accounting Principles (GAAP)
- Audit reports or statements from Certified Public Accountants/Licensed Public Accountants
- Contact persons and telephone numbers
- Names of bond carriers
- Child care licenses and other documentation of professional accreditation
- Information on compliance with Federal/State/local government standards
- Documentation of experience in the program area
- Personnel policies
- Any other pertinent information the applicant deems relevant.

Provide a biographical sketch or resume for each key person appointed. Resumes should be no more than two pages in length. Job descriptions for each vacant key position should be included as well. As new key staff are appointed, biographical sketches or resumes will also be required.

### **Protection of Sensitive and/or Confidential Information**

If any confidential or sensitive information will be collected during the course of the project, whether from staff (e.g., background investigations) or project participants and/or project beneficiaries, provide a description of the methods that will be used to ensure that confidential and/or sensitive information is properly handled and safeguarded. Also provide a plan for the disposition of such information at the end of the project period.

### **Dissemination Plan**

Provide a plan for distributing reports and other project outputs to colleagues and to the public. Applicants must provide a description of the method, volume, and timing of distribution.

### **Third-Party Agreements**

Provide written and signed agreements between grantees and subgrantees, or subcontractors, or other cooperating entities. These agreements must detail the scope of work to be performed, work schedules, remuneration, and other terms and conditions that structure or define the relationship.

### **Letters Of Support**

Provide statements from community, public, and commercial leaders that support the project proposed for funding. All submissions should be included in the application package or by the application deadline.

### **Budget and Budget Justification**

Provide a budget with line-item detail and detailed calculations for each budget object class identified on the Budget Information Form (SF-424A or SF-424C). Detailed calculations must include estimation methods, quantities, unit costs, and other similar quantitative detail sufficient for the calculation to be duplicated. If matching is a requirement, include a breakout by the funding sources identified in Block 18 of the SF-424.

Provide a narrative budget justification for the proposed project that is being fully funded (the budget period and project period are the same). The narrative budget justification should describe how the categorical costs are derived. Discuss the necessity, reasonableness, and allocation of the proposed costs.

### **General**

Use the following guidelines for preparing the budget and budget justification. Both Federal and non-Federal resources (when required) shall be detailed and justified in the budget and budget narrative justification. "Federal resources" refers only to the ACF grant funds for which you are applying. "Non-Federal resources" are all other non-ACF Federal and non-Federal resources. It is suggested that budget amounts and computations be presented in a columnar format: first column, object class categories; second column, Federal budget; next column(s), non-Federal budget(s); and last column, total budget. The budget justification should be in a narrative form.

### **Personnel**

Description: Costs of employee salaries and wages.

Justification: Identify the project director or principal investigator, if known at the time of application. For each staff person, provide: the title; time commitment to the project in months; time commitment to the project as a percentage or full-time equivalent; annual salary; grant salary; wage rates; etc. Do not include the costs of consultants, personnel costs of delegate agencies, or of specific project(s) and/or businesses to be financed by the applicant.

### **Fringe Benefits**

Description: Costs of employee fringe benefits unless treated as part of an approved indirect cost rate.

Justification: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, Federal Insurance Contributions Act (FICA) taxes, retirement insurance, taxes, etc.

### **Travel**

Description: Costs of project-related travel by employees of the applicant organization. (This item does not include costs of consultant travel).

Justification: For each trip show: the total number of traveler(s); travel destination; duration of trip; per diem; mileage allowances, if privately owned vehicles will be used to travel out of town; and other transportation costs and subsistence allowances. If appropriate for this project, travel costs for key staff to attend ACF-sponsored workshops should be detailed in the budget.

## **Equipment**

Description: "Equipment" means an article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost that equals or exceeds the lesser of: (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000. (Note: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired. Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation, shall be included in or excluded from acquisition cost in accordance with the organization's regular written accounting practices.)

Justification: For each type of equipment requested provide: a description of the equipment; the cost per unit; the number of units; the total cost; and a plan for use on the project; as well as use and/or disposal of the equipment after the project ends. An applicant organization that uses its own definition for equipment should provide a copy of its policy, or section of its policy, that includes the equipment definition.

## **Supplies**

Description: Costs of all tangible personal property other than that included under the Equipment category.

Justification: Specify general categories of supplies and their costs. Show computations and provide other information that supports the amount requested.

## **Contractual**

Description: Costs of all contracts for services and goods except for those that belong under other categories such as equipment, supplies, construction, etc. Include thirdparty evaluation contracts, if applicable, and contracts with secondary recipient organizations, including delegate agencies and specific project(s) and/or businesses to be financed by the applicant.

Justification: Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Recipients and subrecipients, other than States that are required to use 45 CFR Part 92 procedures, must justify any anticipated procurement action that is expected to be awarded without competition and exceeds the simplified acquisition threshold fixed at 41 U.S.C. 403(11), currently set at \$100,000. Recipients may be required to make pre-award review and procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc. available to ACF.

Note: Whenever the applicant intends to delegate part of the project to another agency, the applicant must provide a detailed budget and budget narrative for each delegate agency, by agency title, along with the same supporting information referred to in these instructions.

## **Other**

Description: Enter the total of all other costs. Such costs, where applicable and appropriate, may include but are not limited to: local travel; insurance; food; medical and dental costs (noncontractual); professional services costs; space and equipment rentals; printing and publication; computer use; training costs, such as tuition and stipends; staff development costs; and administrative costs.

Justification: Provide computations, a narrative description and a justification for each cost under this category.

## **Indirect Charges**

Description: Total amount of indirect costs. This category should be used only when the applicant currently has an indirect cost rate approved by the Department of Health and Human Services (HHS) or another cognizant Federal agency.

Justification: An applicant that will charge indirect costs to the grant must enclose a copy of the current rate agreement. If the applicant organization is in the process of initially developing or renegotiating a rate, upon notification that an award will be made, it should immediately develop a tentative indirect cost rate proposal based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates, and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost proposals may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not be charged as direct costs to the grant. Also, if the applicant is requesting a rate that is less than what is allowed under the program, the authorized representative of the applicant organization must submit a signed acknowledgement that the applicant is accepting a lower rate than allowed.

### Paperwork Reduction Disclaimer

As required by the Paperwork Reduction Act, 44 U.S.C. §§ 3501-3520, the public reporting burden for the Project Description is estimated to average 40 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection information. The Project Description information collection is approved under OMB control number 0970-0139, which expires 11/30/2012. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.

### Application Submission Options

#### Electronic Submission via [www.Grants.gov](http://www.Grants.gov)

- ACF will not accept applications via facsimile or email.
- The Funding Opportunity Announcement is found on the Grants.gov website at <http://www.grants.gov> where the electronic application can be downloaded for completion.
- To apply electronically, applicants and sub-recipients must be registered with Grants.gov, Dun and Bradstreet (DUNS Number), and the Central Contractor Registry (CCR).
- All pages of the application package must be sequentially numbered.
- Electronically submitted applications must be received and time/date stamped by the due date and receipt time described in this announcement in *Section IV.3. Submission Dates and Times*.
- To submit an application through Grants.gov, the applicant must be the Authorized Organization Representative (AOR) for their organization and must have current registration with the Central Contractor Registry (CCR).
- **Central Contractor Registry (CCR) registration must be updated annually.** As of October 1, 2010, all applicants, and sub-recipients are required to have CCR registration in order to apply for Federal grants and cooperative agreements.
- Electronically submitted applications will not pass the validation check at Grants.gov if the AOR does not have a current CCR registration and electronic signature credentials.
- Electronically submitted applications will not pass the validation check at Grants.gov if the AOR does not have a current CCR registration and electronic signature credentials.
- Applications rejected by Grants.gov for an unregistered AOR will be disqualified and will not be considered for competition.
- Additional guidance on the submission of electronic applications can be found at the [Grants.gov Registration Checklist](#).
- If difficulties are encountered in using Grants.gov, applicants must contact the Grants.gov Contact Center at: 1-800-518-4726, or by email at [support@grants.gov](mailto:support@grants.gov), to report the problem and obtain

assistance. Hours of Operation: 24 hours a day, 7 days a week. The Grants.gov Contact Center is closed on Federal holidays.

- Applicants should retain Grants.gov Contact Center service ticket number(s) as they may be needed for future reference.
- Applicants that submit their applications electronically should retain a hard copy of their application package.
- It is to an applicant's advantage to submit their applications at least 24 hours in advance of the closing date and time.
- Applicants should not wait until the due date for applications to begin submission of their application.

**Contact with the Grants.gov Contact Center prior to the listed due date and time does not ensure acceptance of your application. If difficulties are encountered, ACF's Grants Management Officer (GMO) will make a determination whether the issues are due to Grants.gov system errors or user error.**

### **Hard Copy Submission**

Applicants that are submitting their applications in hard copy format, by mail or delivery, must submit one original and two copies of the complete application with all attachments. The original and each of the two copies must include all required forms, certifications, assurances, and appendices, be signed by the Authorized Organization Representative (AOR), and be unbound. The original copy of the application must have original signature(s). See *Section IV.6* of this announcement for address information for hard copy application submissions.

Applications submitted in hard copy must show a DUNS Number. A DUNS Number is a nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be acquired at no cost online at <http://www.dnb.com>. To acquire a DUNS number by phone, contact the D&B Government Customer Response Center: U.S. and U.S Virgin Islands: 1-866-705-5711; Alaska and Puerto Rico: 1-800-234-3867 (Select Option 2, then Option 1). Monday through Friday 7 a.m. to 8 p.m., c.s.t.

As of October 1, 2010, all applicants for Federal grants and cooperative agreements, including those that apply in paper format, are required to have Central Contractor Registration. CCR registration is also required for organizations that will receive subawards under Federal grants and cooperative agreements. CCR registration may be made online at [www.ccr.gov](http://www.ccr.gov) or by phone at 1-866-606-8220.

CCR registration must be updated annually from the date of the initial registration. CCR registration is required to be active throughout the period of award. Lack of CCR registration will prevent ACF from making an award to a recommended applicant.

**There is the possibility of heavy traffic at the CCR website at application due dates. Therefore, applicants are strongly encouraged to register at the CCR well in advance of the application due date. CCR registration must be updated annually. CCR registration must be active and maintained with current information at all times during which an organization has an active award or an application under consideration.**

Applicants may refer to *Section VIII. Other Information* for a checklist of application requirements that may be used in developing and organizing application materials. Details concerning acknowledgment of received applications are available in *Section IV.3. Submission Dates and Times* of this announcement.

### **IV.3. Submission Dates and Times**

Due Date for Applications: **07/26/2011**

#### **Explanation of Due Dates**

The due date for receipt of applications is listed in the *Overview* and in this section. Applications received after 4:30 p.m., eastern time, on the due date will be classified as late and will not be considered in the current competition.

Applicants are responsible for ensuring that applications are received by mail, hand-delivery, or submitted electronically well in advance of the application due date and time.

#### **Mailed Applications**

Mailed applications must be **received** no later than 4:30 p.m., eastern time, on the due date, listed in the *Overview* and in this section, at the address provided in *Section IV.6* of this announcement. Applications received after the stated due date and time will be designated as late and will disqualify from competition.

#### **Hand-Delivered Applications**

Applications that are hand-delivered by applicants, applicant couriers, other representatives of the applicant, or by overnight/express mail couriers must be **received** on, or before, the due date listed in the *Overview* and in this section, between the hours of 8:00 a.m. and 4:30 p.m., eastern time, Monday through Friday (excluding Federal holidays). Applications should be delivered to the address provided in *Section IV.6.* of this announcement. Applications received after the stated due date and time will be designated as late and will disqualify from competition.

#### **Electronically-Submitted Applications**

ACF does not accommodate transmission of applications by facsimile or email. Instructions for electronic submission via [www.Grants.gov](http://www.Grants.gov) may be found at the [Grants.gov Registration Checklist](#).

Electronically-submitted applications must be **received and validated** at [www.Grants.gov](http://www.Grants.gov) by 4:30 p.m., eastern time, on the due date.

Upon submission and receipt of an application via [www.Grants.gov](http://www.Grants.gov), the applicant will receive three emails:

1. Acknowledgement of the application's submission to [www.Grants.gov](http://www.Grants.gov). This email will provide a **Grants.gov tracking number**. Applicants should refer to this tracking number in all communication with Grants.gov. The email will also provide a **date and time-stamp, which serves as the official record of application submission**. The date and time-stamp must reflect a submission time on, or before, 4:30 p.m., eastern time, on the application due date for the application to be considered as meeting the due date. Applications received at Grants.gov after the due date and time will be disqualified.
2. Acknowledgement from Grants.gov that the submitted application package has passed, or failed, a series of checks and validations. Applications received on the due date that fail the validation check on, or after, 4:30 p.m., eastern time, on the due date because the Authorized Organization Representative (AOR) is not registered with the Central Contractor Registry (CCR) will be determined to be late and will not be considered for the review. Applications that do not pass the validation check at Grants.gov after the due date and time will be disqualified.

3. An additional email from ACF will be sent to the applicant indicating that the application has been retrieved from [www.Grants.gov](http://www.Grants.gov) by ACF.

## Late Applications

**No appeals will be considered for applications classified as late under the following circumstances:**

- Hard-copy applications received after 4:30 p.m., eastern time, on the due date will be classified as late and will be disqualified.
- Electronically-submitted applications are considered late, and are disqualified, when the date and time-stamp received by email from [www.Grants.gov](http://www.Grants.gov) is after 4:30 p.m., eastern time, on the due date.
- Electronically-submitted applications submitted by an AOR that does not have a current registration with the Central Contractor Registry (CCR) will be rejected by Grants.gov. Although the applicant may have an acceptable dated and time-stamped email from Grants.gov, these applications are considered late and are disqualified.

## Extension/Waiver of Due Date and Receipt Time

ACF may extend an application due date and receipt time when circumstances such as natural disasters occur (floods, hurricanes, etc.); when there are widespread disruptions of mail service; or in other rare cases. The determination to extend or waive the due date and receipt time requirements rests with ACF's Chief Grants Management Officer.

## Acknowledgement of Received Application

ACF will not provide acknowledgement of receipt of hard copy application packages submitted via mail or courier services.

Upon submission of an application electronically via <http://www.Grants.gov>, the applicant will receive three emails:

1. Acknowledgement of the application's submission to Grants.gov. This email will provide a **Grants.gov tracking number**. The email will also provide a **date and time-stamp, which serves as the official record of application submission**.
2. Your application has been validated and provides a Time/Date Stamp. See the previous section on failing the validation check because of an unregistered Authorized Organization Representative (AOR).
3. An email will be sent to the applicant from ACF indicating that the application has been retrieved from Grants.gov by ACF.

## IV.4. Intergovernmental Review of Federal Programs

This program is not subject to Executive Order (E.O.) 12372, "Intergovernmental Review of Federal Programs," or 45 CFR Part 100, "Intergovernmental Review of Department of Health and Human Services Programs and Activities." No action is required of applicants under this announcement with regard to E.O. 12372.

## IV.5. Funding Restrictions

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions, are considered unallowable costs under grants awarded under this announcement.

Grant awards will not allow reimbursement of pre-award costs.

Construction is not an allowable activity or expenditure under this grant award.

Purchase of real property is not an allowable activity or expenditure under this grant award.

Cooperative agreement funds may not be used to cover costs incurred in connection with any criminal, civil or administrative proceeding commenced by the Federal Government or a State, or local government if the proceeding relates to a violation of, or failure to comply with, a Federal, State or local statute or regulation by the organization and results in the imposition of a monetary penalty or a final decision to debar or suspend the organization, rescind or void an award, or to terminate an award. (OMB Circular A-122, Attachment B, paragraph 10.b.)(2 CFR Part 230, Appendix B, paragraph 10.b.) Moreover, "in connection with defense against Federal Government claims or appeals. . .or the prosecution of claims or appeals against the Federal Government, (costs of legal, accounting, and consultant services, and related costs, incurred) are unallowable." (OMB Circular A-122, Attachment B, paragraph 10.g.)(2 CFR Part 230, Appendix B, paragraph 10.g.).

#### *Subcontracting or Delegating Projects*

OCS will not fund any project where the role of the applicant is primarily to serve as a conduit for funds to organizations other than the applicant. The applicant must have a substantive role in the implementation of the project for which funding is requested. This prohibition does not bar the making of subgrants or subcontracting for specific services or activities that are needed to conduct the project.

### **IV.6. Other Submission Requirements**

Submit applications to one of the following addresses:

#### **Submission By Mail**

U.S. Department of Health and Human Services  
Administration for Children and Families  
Office of Community Services Operations Center  
1400 Key Boulevard  
Suite 910  
Arlington, VA 22209

#### **Hand Delivery**

U.S. Department of Health and Human Services  
Administration for Children and Families  
Office of Community Services Operations Center  
1400 Key Boulevard  
Suite 910  
Arlington, VA 22209

#### **Electronic Submission**

See *Section IV.2* for application requirements and for guidance when submitting applications electronically via <http://www.Grants.gov>.

For all submissions, see *Section IV.3* for information on due dates and times.

### **V. Application Review Information**

## V.1. Criteria

Applications competing for financial assistance will be reviewed and evaluated using the criteria described in this section. The corresponding point values indicate the relative importance placed on each review criterion. Points will be allocated based on the extent to which the application proposal addresses each of the criteria listed. Applicants should address these criteria in their application materials, particularly in the project description and budget justification, as they are the basis upon which competing applications will be judged during the objective review. The required elements of the project description and budget justification may be found in *Section IV.2* of this announcement.

### Objectives and Need for Assistance

**Maximum Points: 15**

In reviewing the objectives and need for assistance, reviewers will consider the extent to which the application:

#### Project Objectives (3 Points)

1. Demonstrates an understanding of the program purpose and clear vision for developing and implementing project objectives (e.g., develop leadership with a broad range of skills, increase the availability of and access to high-quality and relevant leadership development T/TA activities, information, and resources, recommended approach to talent management, etc.).
2. Describes project objectives that are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Timely).
3. Promotes project objectives that support the program purpose set forth in this announcement to include the core functions of the LDCE.

#### Leadership Development Challenges and Needs (12 Points)

1. Demonstrates knowledge and understanding of leadership development challenges facing CAAs, public community service agencies, or other organizations with similar characteristics (e.g., community and social service agencies, non-profits, local public entities, etc.), particularly regarding transition planning, leadership recruitment, and talent retention.
2. Describes the nature and scope of leadership development needs that exist among the aforementioned organizations. This discussion must address (a) the broad range of skills necessary for management of complex non-profit and public entities according to the high standards necessary for oversight of public funds; (b) varying levels of leadership development needs (i.e., introductory, intermediate, and advanced) that present among existing and new leadership; and (c) increased attention to accountability, transparency, and performance outcomes that demand leaders with the ability to fulfill cross-functional responsibilities (i.e., administrative, program, and financial operations).
3. Demonstrates knowledge and understanding of leadership development concepts and approaches, particular culturally-inclusive leadership development models and those that promote results-oriented leadership.

### Approach

**Maximum Points: 30**

In reviewing the approach, reviewers will consider the extent to which the application:

#### Work Plan: Core Functions (20 points)

1. Describes a clear work plan with strategies designed to establish the LDCE, develop the infrastructure of the LDCE, and operationalize the core functions of the LDCE, and develop a recommended approach for talent management within CAAs. This discussion should also include a logic model that demonstrates a linkage between project objectives, the proposed project

- approach, and outcomes expected.
2. Describes strategies to develop and coordinate training and continuing education opportunities that: (a) address the seven focus areas, principles of Knowledge Management, and activities that support succession planning (e.g., non-profit leadership transition and management, leadership recruitment, and talent retention; (b) promote results-oriented leadership designed to improve the accountability and organizational stability of CAAs; (c) are likely to produce leaders with cross-functional knowledge and skills (i.e., administrative, program, and financial operations); (d) employ culturally-inclusive leadership development models designed to help CAAs be more responsive to the diversity present among the individuals and communities they serve; and (e) establish leadership development "tracks" and relevant resources (e.g., reference materials, PowerPoint presentations, talking points, recommended readings, etc.) that can be adapted and implemented as a workshop series at national conferences attended by staff and leadership of CAAs.
  3. Describes strategies to collect information and manage resources that: (a) are likely to inform and address the long-term leadership development needs of CAAs; (b) promote high-quality practices and procedures (i.e., evidence-based, evidence-informed, field tested, exemplary, promising practices, process evaluation, and/or research-validated); and (c) identify avenues for collaboration, in regards to organizations within industries whose efforts also address the causes and conditions of poverty among low-income individuals and communities (e.g., education, employment, health, environment, etc.).
  4. Describes strategies to disseminate leadership development information and ensure it is available via the SPMC.
  5. Describes a work plan that is results-oriented and employs a sound timeline for effectively implementing the proposed project. This description must: (a) identify the number and types of beneficiaries for T/TA activities; (b) address specific outcomes to be achieved; (c) establish performance targets that the project is committed to achieving, including major milestones and target dates that reflect monthly or quarterly projections of the accomplishments to be achieved; and (d) explain how the project will verify the achievement of these targets.

### **Work Plan: Regional Performance and Innovation Consortia (RPIs) (10 Points)**

1. Describes a clear work plan with strategies designed to support leadership development programs administered by RPIs and State CAA Associations.
2. Presents strategies to establish a cohort, that consist of at least one representative from each of the 10 RPIs, and provide targeted leadership development TA that includes the use of Individual Development Plans (IDPs).

#### **Outcomes Expected**

#### **Maximum Points: 20**

In reviewing the outcomes expected, reviewers will consider the extent to which the application:

1. Describes how the project will ensure long-term leadership development improvements for CAAs.
2. Conveys the strategies for achieving intended outcomes.
3. Identifies what measures will be used to determine the extent to which the project has achieved its stated objectives and the extent to which the accomplishment of objectives can be attributed to the project.
4. Defines the procedures to be employed to determine whether the project is being conducted in a manner consistent with the work plan presented.
5. Identifies the expected number and types of beneficiaries of T/TA activities.
6. Describes methods for securing participant feedback and evaluations of activities.
7. Describes how outcomes for proposed T/TA activities and services will be evaluated.
8. Explains what methodology will be used to determine if the needs identified in the application are being met and if the project results and benefits are being achieved.

## Organizational Profiles

Maximum Points: 25

In reviewing the organizational profiles, reviewers will consider the extent to which the application:

1. Provides strong evidence and specific examples that demonstrate the applicant's successful record of meeting leadership development challenges and needs, particularly those related to non-profit leadership transition and management, leadership recruitment, and talent retention. This discussion must clearly document the applicant's experience (i.e., publications and case and/or research studies) and relevance to the specific activities it proposes to accomplish.
2. Details the organization's ability to provide proposed T/TA information, activities, and services. If applicable, information provided by the applicant should address the related achievements and competency of each cooperating or sponsoring organization.
3. Includes a resume for the proposed project director and primary staff members, to include a job description for each vacant key project position.
4. Describes the experience and skills of the proposed project director and primary staff members and demonstrates specific qualifications and professional experiences that are relevant to the successful implementation of the proposed project.
5. Demonstrates the applicant and staff assigned to this project possess experience and expertise in leadership development, particularly in the areas of non-profit leadership transition and management, results-based leadership, and culturally-inclusive leadership development models.
6. If applicable, documents the willingness and capacity of the subcontracting organization(s) to participate as described.
7. If applicable, provides a description of the agreement between the applicant and subgrantees or subcontractors that addresses the scope of work, terms and conditions of the agreement, etc.

## Budget and Budget Justification

Maximum Points: 10

In reviewing the budget and budget justification, reviewers will consider the extent to which the application:

1. Describes a budget that is clear and supported by a budget justification (i.e., narrative) that aligns with proposed project activities.
2. Request resources that are reasonable and adequate to accomplish the goals of the project, to include the cost of travel-related expenses for at least one key staff person to attend and present at one of the 2010 national conferences.

## V.2. Review and Selection Process

No grant award will be made under this announcement on the basis of an incomplete application. No grant award will be made to an applicant or sub-recipient that does not have active CCR registration ([www.ccr.gov](http://www.ccr.gov) or 1-866-606-8220).

### Initial ACF Screening

Each application will be screened to determine whether it was received by the closing date and time and whether the requested amount exceeds the award ceiling. Applications that are designated as late according to *Section IV.3. Submission Dates and Times*, or those with requests that exceed the award ceiling, stated in *Section II. Award Information*, will receive a screen-out letter noting that the application was deemed non-responsive and will not be considered for competitive review or funding under this announcement. For those applications that have been deemed disqualified under the initial ACF screening, notice will be given of such determination by postal mail.

## **Objective Review and Results**

Applications competing for financial assistance will be reviewed and evaluated by objective review panels using the criteria described in *Section V.I* of this announcement. Each panel is made up of experts with knowledge and experience in the area under review. Generally, review panels are composed of three reviewers and one chairperson.

Results of the competitive objective review are taken into consideration by ACF in the selection of projects for funding; however, objective review scores and rankings are not binding. They are one element in the decision-making process.

ACF may elect not to fund applicants with management or financial problems that would indicate an inability to successfully complete the proposed project. Applications may be funded in whole or in part. Successful applicants may be funded at an amount lower than that requested. ACF reserves the right to consider preferences to fund organizations serving emerging, unserved, or under-served populations, including those populations located in pockets of poverty. ACF will also consider the geographic distribution of Federal funds in its award decisions.

Please refer to *Section IV.2.* of this announcement for information on non-Federal reviewers in the review process.

### **Approved but Unfunded Applications**

Applications recommended for approval that were not funded under the competition because of the lack of available funds, may be held over by ACF and re-considered in a subsequent review cycle if a future competition under the program area is planned. These applications will be held over for a period of up to one year and will be re-competed for funding with all other competing applications in the next available review cycle. For those applications that have been deemed as approved but unfunded, notice will be given of such determination by postal mail.

## **V.3. Anticipated Announcement and Award Dates**

Announcement of awards and the disposition of applications will be provided to applicants at a later date.

## **VI. Award Administration Information**

### **VI.1. Award Notices**

Successful applicants will be notified through the issuance of a Financial Assistance Award (FAA) document that sets forth the amount of funds granted, the terms and conditions of the grant, the effective date of the grant, the budget period for which initial support will be given, the non-Federal share to be provided (if applicable), and the total project period for which support is contemplated. The FAA will be signed by the Grants Officer and transmitted via postal mail. Following the finalization of funding decisions, organizations whose applications will not be funded will be notified by letter, signed by the Program Office head.

Other correspondence announcing to a Principal Investigator or Project Director that an application was selected is not an authorization to begin performance. Costs incurred before receipt of a FAA are at the recipient's risk and may be reimbursed only to extent considered allowable as approved pre-award costs.

### **VI.2. Administrative and National Policy Requirements**

Awards issued under this announcement are subject to the uniform administrative requirements and cost principles of 45 C.F.R. Part 74 (Awards And Subawards To Institutions Of Higher Education, Hospitals, Other Nonprofit Organizations, And Commercial Organizations) or 45 C.F.R. Part 92 (Grants And Cooperative Agreements To State, Local, And Tribal Governments). The Code of Federal Regulations (C.F.R.) is available at <http://www.gpoaccess.gov/cfr>.

An application funded with the release of Federal funds through a grant award, does not constitute, or imply, compliance with Federal regulations. Funded organizations are responsible for ensuring that their activities comply with all applicable Federal regulations.

## **Prohibition Against Profit**

Grantees are subject to the limitations set forth in 45 C.F.R. Part 74, Subpart E-Special Provisions for Awards to Commercial Organizations (45 C.F.R. Part 74.81\_Prohibition against profit), which states that, "... no HHS funds may be paid as profit to any recipient even if the recipient is a commercial organization. Profit is any amount in excess of allowable direct and indirect costs."

## **Equal Treatment for Faith-Based Organizations**

Grantees are also subject to the requirements of 45 C.F.R. Part 87.1(c), Equal Treatment for Faith-Based Organizations, which says, "Organizations that receive direct financial assistance from the Department under any Department program may not engage in inherently religious activities such as religious instruction, worship, or proselytization as part of the programs or services funded with direct financial assistance from the Department." Therefore, organizations must take steps to separate, in time or location, their inherently religious activities from the services funded under this program.

A faith-based organization receiving HHS funds retains its independence from Federal, State, and local governments, and may continue to carry out its mission, including the definition, practice, and expression of its religious beliefs. For example, a faith-based organization may use space in its facilities to provide secular programs or services funded with Federal funds without removing religious art, icons, scriptures, or other religious symbols. In addition, a faith-based organization that receives Federal funds retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents in accordance with all program requirements, statutes, and other applicable requirements governing the conduct of HHS funded activities.

Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against Federal funding of inherently religious activities, and additional information on "Understanding the Regulations Related to the Faith-Based and Community Initiative" are available at <http://www.hhs.gov/fbci/regulations/index.html>.

The Code of Federal Regulations (C.F.R.) is available at <http://www.gpoaccess.gov/cfr>.

## **Award Term and Condition under the Trafficking Victims Protection Act of 2000**

Awards issued under this announcement are subject to the requirements of Section 106 (g) of the Trafficking Victims Protection Act of 2000, as amended (22 U.S.C. 7104). For the full text of the award term, go to [http://www.acf.hhs.gov/grants/award\\_term.html](http://www.acf.hhs.gov/grants/award_term.html). If you are unable to access this link, please contact the Grants Management Contact identified in Section VII. Agency Contacts of this announcement to obtain a copy of the Term.

## **HHS Grants Policy Statement**

The HHS Grants Policy Statement (HHS GPS) is the Department of Health and Human Services' single policy guide for discretionary grants and cooperative agreements. ACF grant awards are subject to the requirements of the HHS GPS, which covers basic grants processes, standard terms and conditions, and points of contact, as well as important agency-specific requirements. Appendices to the HHS GPS include a glossary of terms and a list of standard abbreviations for ease of reference. The general terms and conditions in the HHS GPS will apply as indicated unless there are statutory, regulatory, or award-specific requirements to the contrary that are specified in the Financial Assistance Award (FAA). The HHS GPS is available at [http://www.acf.hhs.gov/grants/grants\\_related.html](http://www.acf.hhs.gov/grants/grants_related.html).

### **VI.3. Reporting**

Grantees under this announcement will be required to submit performance progress and financial reports periodically throughout the project period. The frequency of required reporting is listed later in this section. Final reports may be submitted in hard copy to the Grants Management Office Contact listed in *Section VII. Agency Contacts* of this announcement. Instructions on submission of reports electronically will be provided with award documents.

#### **Performance Progress Reports (PPR)**

ACF grantees are required to submit the SF-PPR Cover Page. ACF Programs that utilize reporting forms or formats in addition to, or instead of, the SF-PPR have listed the reporting requirements later in this section.

Grant award documents will inform grantees of the appropriate performance progress report form or format to use. Grantees should consult their award documents to determine the appropriate performance progress report format required under their award. Performance progress reports are due 30 days after the end of the reporting period.

Final program performance reports are due 90 days after the close of the project period. The SF-PPR may be found at [http://www.acf.hhs.gov/grants/grants\\_resources.html](http://www.acf.hhs.gov/grants/grants_resources.html).

#### **Federal Financial Reports (FFR)**

As of February 1, 2011, the Department of Health and Human Services (HHS) began the transition from use of the SF-269, Financial Status Report (Short Form or Long Form) to the use of the SF-425 Federal Financial Report for expenditure reporting. SF-269s will no longer be accepted for expenditure reports due after that date. If an SF-269 is submitted, the Administration for Children and Families (ACF) will return it and require the recipient to complete the SF-425.

The transition strategy is allowing individual HHS Operating Divisions to select--from a limited number of options--the approach that best fits their programs and business process. This transition does not affect completion or submission of the cash reporting to the HHS Division of Payment Management's Payment Management System (PMS). The primary features of this transition for recipients are that OPDIVs that previously required electronic submission of the SF-269 will receive the SF-425 expenditure reports electronically and, until further notice, OPDIVs that have been receiving expenditure reports in hard copy will continue to do so.

All expenditure reports will be due on one of the standard due dates by which cash reporting is required to be submitted to PMS OR at the end of a calendar quarter as determined by the Operating Division. As a result, a recipient that receives awards from more than one OPDIV may be subject to more than one approach, but will not be required to change its current means of submission or be subjected to more than

eight standard due dates.

Beginning with budget periods which end from January 1 - March 31, 2011, and for all budget periods thereafter, all affected ACF grantees will be required to submit an SF-425 report as frequently as is required in the terms and conditions of their award using due dates for reports to PMS.

**For budget periods ending in the months of:**      **The FFR (SF-425) is due to ACF on:**

January 01 through March 31	April 30
April 01 through June 30	July 30
July 01 through September 30	October 30
October 01 through December 31	January 30

Fillable versions of the SF-425 form in Adobe PDF and MS-Excel formats, along with instructions, are available at [http://www.whitehouse.gov/omb/grants\\_forms](http://www.whitehouse.gov/omb/grants_forms), [www.forms.gov](http://www.forms.gov), and on the [ACF Funding Opportunity website Forms](#) page.

Further instructions will be provided, as necessary, with award terms and conditions that will address specific reporting periods and due dates on an award-by-award basis. Additional information on frequency of reporting is available on the ACF Funding Opportunities web site at [http://www.acf.hhs.gov/grants/msg\\_sf425.html](http://www.acf.hhs.gov/grants/msg_sf425.html).

For planning purposes, reporting periods for awards made under this announcement are as follows:

Program Progress Reports: Semi-Annually

Financial Reports:                    Semi-Annually

Awards issued as a result of this funding opportunity may be subject to the Transparency Act subaward and executive compensation reporting requirements of 2 C.F.R. Part 170. See ACF's [Award Term for Federal Financial Accountability and Transparency Act \(FFATA\) Subaward and Executive Compensation Reporting Requirement](#) implementing this requirement and additional award applicability information.

Successful applicants will be subject to reporting requirements consistent with current CSBG regulations.

## VII. Agency Contacts

### Program Office Contact

J. Janelle George  
Administration for Children and Families  
Office of Community Services  
Division of State Assistance  
1400 Key Boulevard  
Suite 910

Arlington, VA 22209  
Phone: (800) 281-9519  
Email: [OCS@lcgnet.com](mailto:OCS@lcgnet.com)

### **Office of Grants Management Contact**

Katrina Morgan  
Administration for Children and Families  
Division of Discretionary Grants  
Office of Community Services Operations Center  
1400 Key Boulevard  
Suite 910  
Arlington, VA 22209  
Phone: (800) 281-9519  
Email: [OCS@lcgnet.com](mailto:OCS@lcgnet.com)

### **Federal Relay Service:**

Hearing-impaired and speech-impaired callers may contact the Federal Relay Service for assistance at 1-800-877-8339 (TTY - Text Telephone or ASCII - American Standard Code For Information Interchange).

## **VIII. Other Information**

**NOTICE:** ACF intends to implement all electronic application submission via [www.Grants.gov](http://www.Grants.gov) for applications for discretionary awards in FY 2012. For applicants without Internet access, or those without the computer capacity to upload large documents, ACF will offer a waiver procedure. In 2011, ACF will post a *Federal Register* notice soliciting public comment on the intended move to all electronic application submission via [www.Grants.gov](http://www.Grants.gov) for applicants for discretionary awards.

### **Reference Websites**

U.S. Department of Health and Human Services (HHS) on the Internet <http://www.hhs.gov/>.

Administration for Children and Families (ACF) on the Internet <http://www.acf.hhs.gov/>.

Administration for Children and Families - ACF Funding Opportunities homepage <http://www.acf.hhs.gov/grants/>.

Catalog of Federal Domestic Assistance (C.F.D.A.) <https://www.cfda.gov/>.

Code of Federal Regulations (C.F.R.) <http://www.gpo.gov/fdsys>.

United States Code (U.S.C) <http://www.gpoaccess.gov/uscode/>.

All required Standard Forms, assurances, and certifications are available on the ACF Forms page at [http://www.acf.hhs.gov/grants/grants\\_resources.html](http://www.acf.hhs.gov/grants/grants_resources.html).

Grants.gov Forms Repository webpage

at [http://www.grants.gov/agencies/aforms\\_repository\\_information.jsp](http://www.grants.gov/agencies/aforms_repository_information.jsp).

Versions of other Standard Forms (SFs) are available on the Office of Management and Budget (OMB) Grants Management Forms web site at [http://www.whitehouse.gov/omb/grants\\_forms/](http://www.whitehouse.gov/omb/grants_forms/).

For information regarding accessibility issues, visit the Grants.gov Accessibility Compliance Page at [http://www07.grants.gov/aboutgrants/accessibility\\_compliance.jsp](http://www07.grants.gov/aboutgrants/accessibility_compliance.jsp)

Sign up to receive notification of ACF Funding Opportunities at [www.Grants.gov](http://www.Grants.gov)  
[http://www.grants.gov/applicants/email\\_subscription.jsp](http://www.grants.gov/applicants/email_subscription.jsp).

## Application Checklist

Applicants may use the checklist below as a guide when preparing your application package.

The OCS website, <http://www.acf.hhs.gov/programs/ocs/>, provides a wide range of information and links to other relevant websites. Before preparing an application, OCS suggests the applicant learn more about the mission and programs of OCS by exploring the website.

What to Submit	Where Found	When to Submit
Central Contractor Registration (CCR)	Referenced in Section IV.2. of the announcement. Go to <a href="http://www.ccr.gov">www.ccr.gov</a> to register.	Required for all applicants. CCR registration must be active by time of award.
DUNS Number (Universal Identifier)	Referenced in Section IV.2. of the announcement. Go to <a href="http://fedgov.dnb.com/webform">http://fedgov.dnb.com/webform</a> to obtain DUNS Number.	Required in application submission.
Table of Contents	Referenced in Section IV.2. of the announcement under "Project Description."	Submission is due by the application due date found in the Overview and in Section IV.3.
SF-424 - Application for Federal Assistance SF-P/PSL - Project/Performance Site Location(s)	Referenced in Section IV.2. and found at <a href="http://www.acf.hhs.gov/grants/grants_resources.html">http://www.acf.hhs.gov/grants/grants_resources.html</a> and at the Grants.gov Forms Repository at <a href="http://www.grants.gov/agencies/aforms_repository_information.jsp">http://www.grants.gov/agencies/aforms_repository_information.jsp</a> .	Submission is due by the application due date found in the Overview and in Section IV.3.
SF-424A - Budget Information - Non-Construction Programs SF-424B - Assurances - Non-Construction Programs	Referenced in Section IV.2. and found at <a href="http://www.acf.hhs.gov/grants/grants_resources.html">http://www.acf.hhs.gov/grants/grants_resources.html</a> .	Submission is due by the application due date found in the Overview and in Section IV.3.

Project Summary/Abstract	Referenced in Section IV.2. of the announcement under "Project Description."	Submission is due by the application due date found in the Overview and in Section IV.3.
Project Description	Referenced in Section IV.2. of the announcement.	Submission is due by the application due date found in the Overview and in Section IV.3.
Budget and Budget Justification	Referenced in Section IV.2. of the announcement under "Project Description."	Submission is due by the application due date found in the Overview and in Section IV.3.
Logic Model	Referenced in Section IV.2. of the announcement under "Project Description."	Submission is due by the application due date found in the Overview and in Section IV.3.
Certification Regarding Lobbying	Referenced in Section IV.2. of the announcement and found at <a href="http://www.acf.hhs.gov/grants/grants_resources.html">http://www.acf.hhs.gov/grants/grants_resources.html</a> .	Submission is due prior to award.
SF-LLL - Disclosure of Lobbying Activities, if applicable	"Disclosure Form to Report Lobbying" is referenced in Section IV.2. and found at <a href="http://www.acf.hhs.gov/grants/grants_resources.html">http://www.acf.hhs.gov/grants/grants_resources.html</a> .  Submission of this form is required if any funds have been paid, or will be paid, to any person for influencing, or attempting to influence, an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan.	If applicable, submission is due prior to award.
Third-Party Agreements	Referenced in Section IV.2. of the announcement under "Project Description."	If available, submission is due by the application due date found in the Overview and in Section IV.3. If not available at

		the time of application submission, due by the time of award.
Survey on Ensuring Equal Opportunity for Applicants	<p>Non-profit private organizations (not including private universities) are encouraged to submit the survey with their applications. Applicants using a hard copy application, place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with the application package. Applicants applying electronically, may submit this survey along with the application.</p> <p>The survey is referenced in Section IV.2. of the announcement. The survey may be found at <a href="http://www.acf.hhs.gov/grants/grants_resources.html">http://www.acf.hhs.gov/grants/grants_resources.html</a>.</p>	Submission is voluntary. Submission may be made with the application or prior to award.
Letters of Support	Referenced in Section IV.2. of the announcement under "Project Description."	Submission is due by the application due date found in the Overview and in Section IV.3.
Proof of Non-Profit Status	Referenced in Section IV.2 of the announcement under "Eligibility Certification."	Submission is due by the application due date found in the Overview and in Section IV.3.

## Appendices

### Appendices

***Community Services Block Grant (CSBG) Training and Technical Assistance (T/TA) Program:  
Leadership Development Center of Excellence***

HHS-2011-ACF-OCS-EQ-0189

### FOCUS AREAS - DESCRIPTIONS

- Public Administration:** activities designed to address administrative, programmatic, and financial operations as well as policies and procedures related to organizational capacity and sustainability. Public administration activities are primarily related to the implementation of policies associated with planning, organizing, coordinating, and controlling organizational operations.
- Strategic Planning:** a continuous process for improving organizational performance and moving an agency towards its overall program goals. Strategic planning requires assessing the overall direction and current state of operations (i.e. administrative, financial, programmatic) of an agency, developing and implementing strategic approaches considered critical to creating a viable sustainability plan, and

addressing the long-term program and management improvement of the agency.

3. **Fiscal Integrity:** policies and procedures designed to enhance an organization's ability to manage funds appropriately and in accordance with Federal and State CSBG requirements. Activities that support fiscal integrity may include overseeing organizational risk assessment and reviewing internal controls.

4. **Human Resource Development:** processes and procedures designed to build and retain a highly skilled and diverse workforce, support the agency mission, facilitate the agency's strategic goals, and promote effective management throughout the agency. Activities that support human resource development may include recruitment, selection, performance management, performance and incentive awards, and employee assistance programs.

5. **Community Relations:** the use of effective communication and outreach to engage the local, public, and private sector by developing, marketing, and disseminating quality agency information (e.g. mission, vision, programs, services, etc.). These efforts inform, educate, and help to build trust and rapport with and foster support from the community. They are designed to provide the best possible environment for administering agency programs and services to clients.

6. **Performance Evaluation:** an assessment of project results as measured by collected data that define the net effects of the interventions applied in the project. A performance evaluation will produce and interpret findings related to whether the interventions created the proposed jobs, or produced other desired changes. A performance evaluation should address any unanticipated outcomes. It should answer the question: Did this project achieve its stated goals? (3)

7. **Cultural Competency:** a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals that enables effective work in cross-cultural situations. 'Culture' refers to integrated patterns of human behavior that include the language, thoughts, communications, actions, customs, beliefs, values, and institutions of racial, ethnic, religious, or social groups. 'Competency' implies having the capacity to function effectively as an individual and an organization within the context of the cultural beliefs, behaviors, and needs presented by consumers and their communities. (Adapted from Cross, 1989). (4)

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(3) [http://www.acf.hhs.gov/programs/ocs/ced/definition\\_of\\_terms.html](http://www.acf.hhs.gov/programs/ocs/ced/definition_of_terms.html).

(4) <http://minorityhealth.hhs.gov/templates/browse.aspx?lvl=2&lvlid=11>.

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***Community Services Block Grant (CSBG) Training and Technical Assistance (T/TA) Program:  
Leadership Development Center of Excellence***

*HHS-2011-ACF-OCS-EQ-0189*

**ADMINISTRATION FOR CHILDREN AND FAMILIES - REGIONS**

***Region I***

- Connecticut
- Maine
- Massachusetts
- New Hampshire
- Rhode Island
- Vermont

***Region II***

- New Jersey
- New York

- Puerto Rico
- Virgin Islands

### Region III

- Delaware
- District of Columbia
- Maryland
- Pennsylvania
- Virginia
- West Virginia

### Region IV

- Alabama
- Florida
- Georgia
- Kentucky
- Mississippi
- North Carolina
- South Carolina
- Tennessee

### Region V

- Illinois
- Indiana
- Michigan
- Minnesota
- Ohio
- Wisconsin

### Region VI

- Arkansas
- Louisiana
- New Mexico
- Oklahoma
- Texas

### Region VII

- Iowa
- Kansas
- Missouri
- Nebraska

### Region VIII

- Colorado
- Montana
- North Dakota
- South Dakota
- Utah
- Wyoming

### Region IX

- Arizona

- California
- Hawaii
- Nevada
- American Samoa
- Guam

**Region X**

- Alaska
- Idaho
- Oregon
- Washington

**Note:** In accordance with the CSBG Act, Section 673(5) and for purposes of this funding opportunity only States and U.S. Territories eligible for CSBG funding are listed.